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Director of Personnel  
5E 58 Hqs

*Re: Supergrade*

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Att: [redacted] (cy 1 of 4) [redacted]

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Fred:

The attached routing slip gives us a new lead to the board on the IC supergrade study. They have asked for our comments by COB 27 September. I would appreciate your review and receipt of your comments by me on 26 September.

*/s/ Jack B.*

John F. Blake

25X1

Acting Deputy Director of Central  
Intelligence, 7D 6011 Hqs, [redacted]

22 Sep 77

(EXECUTIVE REGISTRY FILE *IC*)

ADDCI:JFBlake:kmg (22 Sep 77)

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X - ER

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[redacted] : Memo dtd 20 Sep 77 to ADDCI fr AD/DCI/IC, subj: IC Staff Supergrade Study

20 SEP 1977

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence  
FROM: John N. McMahon  
Acting Deputy to the DCI for the Intelligence  
Community  
SUBJECT: IC Staff Supergrade Study

25X1 1.  Attached is a new version of the supergrade study. The study has been revised considerably and some of the more subjective judgments have been deleted.

25X1 2.  The IC Staff is committed to providing OMB a report on supergrades. We appreciate the limitations of a strictly statistical presentation, but believe that appropriate caveats will help place the report in proper perspective and insure its proper use. We have included a draft memorandum which would be sent to OMB covering the report.

25X1 3.  We would appreciate any specific comments you have on the text by COB 27 September 1977. In your response, please identify any portion of the report considered particularly sensitive.

*h* JOHN N. McMAHON

John N. McMahon

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MEMORANDUM FOR: Edward R. Jayne  
Associate Director for National Security  
and International Affairs  
Office of Management and Budget

FROM: John N. McMahon  
Acting Deputy to the DCI for the  
Intelligence Community

SUBJECT: Survey of Intelligence Community Supergrade  
Positions.

1. I am forwarding the attached Survey of Intelligence Community Supergrade Positions which was prepared by the IC Staff in response to a January 1977 request from the Director of the Office of Management and Budget.

2. Based on my review of the survey and discussions with senior members of the Intelligence Community, I have reached the following conclusions concerning the issue of supergrade structure within the Intelligence Community:

a. The supergrade structure for the Intelligence Community in aggregate is reasonable and consistent with other Government agencies which have comparable responsibilities. Each agency has a rigorous system for determining its needs for supergrade positions and their allocation within the organization. Overall, it is my judgment that the numbers are roughly right. There are some imbalances among components of the Intelligence Community which will be examined further. One example is the DIA where I believe that an increase

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SUBJECT: Survey of Intelligence Community Supergrade Positions

in the number of supergrades may be justified in order to bring the analytical elements of the DIA to a comparable level with other major programs and to improve career opportunities within that organization. I will address this issue in the forthcoming budget review.

b. While the question of supergrade levels is an important and sometimes emotional personnel issue, its impact on the budget is relatively insignificant. Because of the compression of salaries at the high grades (which will be exacerbated by the 1 October raise), there is not a large difference between mid-level GS-15 and supergrade salaries. My staff estimates that a reduction of ten percent in the roughly [redacted] supergrades in the Intelligence Community would yield an annual saving of only about [redacted] *25X1*

c. While determining ratios and examining numbers of supergrades is important, the emphasis should not be on statistics but, rather, on the quality of the output. In the final analysis, such "output" assessment is the best basis for judging how an organization should be structured and manned. The IC Staff will be pursuing this kind of assessment in the future.

John N. McMahon

Attachment:

Survey of Intelligence  
Community Supergrade Positions

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The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

MEMORANDUM FOR: See Distribution

FROM: John N. McMahon  
Acting Deputy to the DCI for  
the Intelligence Community

SUBJECT: Request for Review/Comments on Supergrade Survey

25X1  
1.  The attached is a revised draft of the survey of supergrade and executive positions in the Intelligence Community, which has been requested by the Office of Management and Budget.

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2.  Please review the draft and provide me your comments on its factual accuracy by 9 September 1977.

John N. McMahon

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- 7 - Major General James L. Brown, USAF, Assistant Chief of Staff, Intelligence
- 8 - Mr. Clarence M. Kelley, Director, Federal Bureau of Investigation
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## PREFACE

This study responds to a request of January 1977 by the Director of the Office of Management and Budget (OMB) that a comprehensive survey be made of supergrade and executive level positions in the Intelligence Community.

The senior executive positions surveyed include: Executive Level positions, supergrade positions in grades GS-16 through GS-18, Special Pay Scale and PL 313 positions, and flag/general officers. The Intelligence Community organizations examined are: the Intelligence Community Staff, the intelligence portions of the Office of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence), the Central Intelligence Agency, the National Security Agency, the Bureau of Intelligence and Research of the State Department, the foreign counterintelligence portion of the Federal Bureau of Investigation, the Division of International Security Affairs of the Energy Research and Development Administration, the Defense Intelligence Agency, the intelligence organizations of Army, Navy, and Air Force, and the Special Air Force activities. (The Intelligence Unit of Treasury was not made part of the NFIP until July 1977.)

The survey is primarily a statistical description of the distribution of supergrades and other senior executives (including flag/general officers) within the Community over the past five years, with emphasis on the distribution in 1977. Comparisons are made among Community agencies and, to gain a broader perspective, between Community agencies and other Federal Government organizations. Because of the

large number of supergrades involved and the time constraints for the survey, only a limited effort was made to review and compare individual supergrade position descriptions. Therefore, the survey is not an audit, nor an attempt to rationalize the justifications for each supergrade position.

The survey is based on data and information that was provided to the IC Staff by each of the Intelligence Community agencies in March and June of 1977. During the survey, of course, minor reorganizations occurred in some of the agencies, and a number of personnel actions affecting the data on supergrades were taken. Therefore, a cut-off date of mid-June 1977 was adopted.

SUMMARY

Since the Intelligence Community is a federation of agencies, the personnel systems, the sources of authority for and limitations on supergrade and executive positions, the types and degree of external review and control over supergrade position allocations and personnel actions vary from agency to agency. This contributes to the uneven distribution of supergrades within the Community and makes cross-agency comparisons difficult.

Each intelligence agency, however, has its own rigorous procedures for internal review of its needs for supergrade positions; controls the allocation of supergrade positions in accordance with agency needs and priorities; maintains internal merit and executive career development programs; and adheres to the criteria and principles of Civil Service personnel management of the rest of the Federal Government.

The total of  senior executives (including: supergrade, Executive Level, PL 313-type, and flag/general officer positions) in 1977 comprises about  percent of the Federal Government's executives. Over the last five years the total number of senior executives in the Community has been stable, with no tendency toward upward "creep." In fact, there has been a slight overall decline in their number since 1973.

The senior executive positions are distributed within the Community as follows:

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## Remarks:

NOTE FOR A/DDCI

We plan to distribute the revised study to the other intelligence agencies before the end of the month. Consequently, receipt of your comments as early as possible will be appreciated.

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27 SEP 1977

MEMORANDUM FOR: Acting Deputy to the DCI for the  
Intelligence Community

FROM : John F. Blake  
Acting Deputy Director of  
Central Intelligence

SUBJECT : IC Staff Supergrade Survey

REFERENCE : Draft IC Staff Survey of Intelligence  
Community Supergrade Positions

25X1 1. [ ] We have reviewed the draft IC Staff survey of Intelligence Community supergrade positions and find it to be a comprehensive and professional study as regards substantive content and commentary. The study, while essentially based on the use of statistical descriptions as the primary methodology to facilitate interagency comparisons, quite properly highlights the need for further substantive analysis of objective data to arrive at final conclusions as to the appropriateness of the number of supergrades required to meet the requirements of any specific agency.

25X1 2. [ ] The statistical comparisons and ratios of Senior Executive positions to total manning of Intelligence Community agencies presented in the study include an array of sensitive data not previously reported in a single report with such a wide distribution and potential readership. We are concerned at the potential risk of unauthorized disclosure and emphasize the need for strict adherence with the safeguards applicable to a document with the security classification it carries.

25X1 3. [ ] We are attaching herewith a number of comments, corrections, and/or suggestions relative to specific references contained in the study.

Yours, John F. Blake

(EXECUTIVE REGISTRY)

John F. Blake

Att.

IC

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40 SEP 1977

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ATTACHMENT

COMMENTS, CORRECTIONS, AND/OR SUGGESTIONS RELATIVE TO  
SPECIFIC REFERENCES CONTAINED IN THE DRAFT IC STAFF  
STUDY OF THE INTELLIGENCE COMMUNITY SUPERGRADE POSITIONS

1. Reference: Page 4 - Typographic error as regards number of CIA Senior Executive positions.

25X1  Comment : The number of CIA Senior Executive positions (EP, SG, SPS and Flag/General Officer) should be  25X1

25X1 2. Reference: Page 8 - Table 1

Comment : Suggest that the second column be labeled "Civilian Senior Executives" and reword footnote (1) as follows: "Includes Supergrades, Executive Pay Level Executives, and Scientific Pay Schedule/PL-313-type positions".

25X1 3. Reference: Page 14 - List of CIA Executive Pay Level positions.

Comment : The position of the Director of National Photographic Interpretation Center is not designated as an EP position. This entry should be reported as an "Officer at Large" like the last entry on the listing.

25X1 4. Reference: Page 19 - Table 5

Comment : Recommend rewording of the footnote (1) as follows: "This represents the DCI-approved perception of the Agency's actual supergrade position requirements. Only  (i.e., to abide by the OMB-approved ceiling limitation) positions may be encumbered."

25X1 5. Reference: Page 20 - Sixth sentence of first full paragraph on this page.

Comment : This sentence should be changed to read "the results of this audit were reviewed and approved by the Director".

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6. Reference: Page 20 - Second complete paragraph beginning "It is Agency policy to stay below the OMB ceiling  
....."

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Comment : Should be rewritten to reflect current policy as follows: "It is Agency policy to stay at or below the OMB ceiling. Any positions adjudicated by position classification audits at the supergrade level and approved by the DCI may be established on the Table of Organization but cannot be incumbered if such action would exceed the OMB-approved ceiling".

7. Reference: Page 51 - Last paragraph reference to national intelligence vis a vis departmental intelligence.

25X1

Comment : The report raises and dismisses the proposal that "national intelligence should be performed with higher quality personnel than departmental intelligence". This tends to obscure an important issue that does affect position evaluation. What is a relevant consideration is the amount of analytic or other special skills that is required in the production of intelligence. Some intelligence production is reportorial, some analytic, some scientific. The requirement for special skills is one factor that drives position evaluation, both for analysts and their managers.

8. Reference: Page 66 - Table 23

25X1  
25X1

Comment : The number of CIA Supergrade positions is erroneously reported as . The total number of Senior Executive positions (i.e., EP, Supergrade, SPS and Flag/General Officer) in CIA is  with a ratio of total manning of 1:31 (as reported in the Table).

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